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ABSTRACT

Local governments need to develop records management programs that meet present-day needs as well as the demands of the future. This requires planning, systematically establishing program goals, and organizing and allocating staff and other resources to meet these goals by established deadlines. The importance of long-term and short-term planning is explored, and the basics for program planning and for records inventory and needs assessment are outlined. Most plans have the four elements of mission statement, goals, objectives, and activities. Steps that will help ensure the likelihood of success of planning efforts are identified. Three sample plans are presented in appendices: an actual plan, a generic long-term plan, and a one-year plan. (SLD)

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Guidelines for Planning Local Government Records Programs

Local Government Records
Technical Information Series

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The University of the State of New York
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Guidelines for Planning Local Government Records Programs

Local Government Technical Information Series No. 43

What is Records Management Program Planning?

Local governments need to develop records management programs that meet present-day needs as well as future changes and demands. This requires *planning*, defined simply as *the management technique of systematically establishing program goals and organizing and allocating staff and other resources to meet those goals by established deadlines.*

Planning addresses three questions:

What is the present situation with our government's records?

What do we want to change or develop?

How do we get there?

Regardless of its size, age, or circumstance, a records management program can profit from a plan to help focus resources and actions. Planning should be eminently *practical.* It is a tool to assist in the management of important local government resources — records. A plan is like a road map to a destination or a set of guidelines for getting a job done — in this case, the sound management of the local government's records. The length, amount of detail, and exact makeup of the plan will vary with the local government's size and other factors.

It is useful to distinguish between "long-term" and "short-term" planning. Long-term usually refers to a three-to-five-year framework and covers the larger purposes of the program. Long-term plans indicate what their framers hope the program will accomplish by the end of the specified time frame. Long-term plans can be general in scope and provide the basis for short-term plans (for instance, one year). A long-term plan may not include much detail beyond the goal or objective level (see below).

Short-term plans, usually one year, indicate more precisely what the program is expected to accomplish in the near future. Often, they are tied to the calendar year or the local government's fiscal year. Short-term plans are derived from and based on long-term plans.

Why Records Program Planning is Important

A sound records management program plan:

- ❒ Provides a basis for sound management, setting priorities, and day-to-day decision making.
- ❒ Enables managers to establish direction, ensures that everyone has a common understanding of program goals, and permits effective marshalling of resources.
- ❒ Ensures that the program proceeds according to established expectations rather than in reaction to everyday pressures and problems.
- ❒ Furnishes a framework for staff assignments and for ensuring accountability.
- ❒ Provides a clear way to explain the program to governing bodies and the public.
- ❒ Provides a basis for budget requests as well as assistance in applying for grants under the Local Government Records Management Improvement Fund.

The Bases for Program Planning: Records Inventory and Needs Assessment

In order to develop a viable plan, a local government needs to assemble basic information about its records holdings, practices, and needs. The first step in gathering that information is usually to conduct a *records inventory*. An inventory is a listing and description of all of the government's records holdings. An inventory must be thorough and systematic and the information collected and presented in a uniform manner. A separate publication from the State Archives and Records Administration discusses inventory procedures.

After the inventory is completed, the Records Management Officer (RMO) should draw on the results to assess the government's records management program needs. The RMO should use the inventory's results to:

- ❒ Review production, use, and storage of duplicate copies of records and recommend the discontinuation of unneeded copies.
- ❒ Identify records that duplicate each other or provide essentially the same information, and consider discontinuing the creation of unnecessary records.
- ❒ Locate filing cabinets and other records storage equipment that are not being used or that are being underutilized.
- ❒ Identify infrequently consulted records that could be segregated and moved to an inactive records storage facility.

- ❒ Determine which records need better filing or indexing systems to make them more accessible.
- ❒ Determine which records are good candidates for microfilming.
- ❒ Identify archival records — those with continuing value for historical or other research.
- ❒ Note storage areas that are unsuitable for records storage and make plans to move records to better areas or facilities.
- ❒ Identify information creation, interchange, and transmittal needs that could and should be met through the adoption and use of an automated system or systems.
- ❒ Systematically dispose of unneeded and obsolete records in accordance with the schedules.
- ❒ Identify electronic records and determine if there are procedures for their creation, maintenance, and disposition.

The inventory also provides the basis for several more general questions which need to be addressed before plans can be formulated:

- ❒ What are the approximate quantities and locations of this local government's records?
- ❒ What records management approaches are in use now? How effective are they?
- ❒ What pressing records management issues and needs are evident from the inventory and needs analysis?
- ❒ What resources are available for this work?
- ❒ What additional resources and/or new approaches are necessary?
- ❒ What additional training is needed for local government employees to develop a records management program?

A Records Management Plan's Levels: Mission Statement, Goals, Objectives, Activities

Most plans have four elements or levels, described below: (1) a *mission statement*, (2) *goals*, (3) *objectives*, and (4) *activities*. This does not mean that the planning process must be long or difficult, or that the plan itself must be long and elaborate. In fact, for a plan to be viable, it must be concise, clear, and, above all, realistic and practical. It is not necessary to develop all of these elements for all aspects of a records management program, especially the first time. Plans should be practical and flexible. They should meet a local government's needs rather than fit a prescribed pattern.

Mission Statement

After the survey and needs assessment (described above), the next logical step may be to prepare or update the program's *mission statement.* A mission statement describes the fundamental nature, scope, functions, and purpose of the program. It may already exist in the ordinance or other document that provides the operational basis for the records management program; or, that ordinance may provide the basis from which the mission statement can be derived. The mission statement should be short, clear, and concise, and, in most cases, should address the following:

- ❒ What are the program's primary purposes?
- ❒ How is the program expected to contribute to the administration of the local government? How does the records management effort fit in with and support the government's larger objectives, e.g., economy, efficient operation, administration based on availability, sound information, and service to citizens?
- ❒ What services will the program be expected to provide?

For example, a short mission statement might read as follows: *The mission of the records management program is to promote and support effective records keeping, encourage economy and efficiency in creation, storage, use, retention, and disposition of records, and ensure retention and use of archival records, all in accordance with applicable laws and regulations.* Another sample is found in the example at the end of this publication.

Goals

Goals, tied closely to the mission statement, are broad statements of desired results or destinations to be achieved by the close of the planning period. Taken together, they should clearly point the program toward the broad outcomes laid down in the mission statement. At the same time, they should be realistic in light of the program self-analysis and the likely availability of program resources. Goals set too high will discredit the plan and lead to frustration; goals that are too low will discourage maximum contributions and efforts. Examples of goals might be: "Formally adopt and continually apply State Archives and Records Administration records retention and disposition schedules for the continual systematic disposition of records" and "Establish and operate a program and facility for the systematic management of inactive records."

Objectives

For each goal, the plan should establish *objectives* — clear, measurable and attainable targets or benchmarks that lead toward the goal. Objectives are more immediate, tangible, and concrete than goals. Achieving all the objectives under a given goal would put the program at or near the goal. Examples of objectives, tied to the two generic goals mentioned in the previous paragraph, might be: "Hold an annual workshop for all office managers on the application and use of SARA schedules" and "Develop and maintain a secure facility for the storage and preservation of archival records."

Activities

Activities should be developed next, for each objective. They are specific, distinguishable tasks that must be carried out in order to meet the objective. Activities — the most numerous, concrete, and immediate elements of the plan — should be precise enough that they can be tied to unit or individual employees' work plans. Employees involved with records management work should feel that the activities are sufficiently close to their everyday work that they can directly relate that work to an activity.

Keys to Success

A local government can prepare a records management plan at just about any point early in the effort of developing a full-scale program. It is desirable, but not essential, to have a records ordinance as a point of departure for the plan. It is also desirable to have a Records Advisory Board in place to advise on development — and then implementation — of the plan. (Records ordinances and the role of Advisory Boards are discussed in other publications available from the State Archives and Records Administration.) A planning effort may precede, parallel, or follow an effort to develop policies and procedures. Some policies and procedures may be developed prior to or along with the process of developing a plan. On the other hand, the plan itself may specifically provide for development of selected policies and procedures.

There are several ways to ensure the likelihood of success of a planning effort:

- ❒ Contact the State Archives and Records Administration's Records Advisory Officer for your region for advice in preparing the plan.
- ❒ Arrange for clear authorization and support of the planning process. As noted above, it is helpful for the records ordinance to authorize the process; whether it does or not, a directive from the mayor, supervisor, superintendent, or other executive officer will support the process and help ensure its implementation.

- ❒ Be sure everyone involved understands the need for, benefits of, and timetable for completing the planning process.
- ❒ Try to involve everyone who has any direct connection with the program, including local government employees who play a major role in records management.
- ❒ Make sure the planning development process proceeds in a timely fashion.
- ❒ The records management plan and the local government's budget should be closely linked, since no plan can be implemented without financial and other resources. The annual records management plan should be prepared considering the needs and costs of the program and must reflect what is needed to carry it out, in accord with the local government's regular budgeting and appropriating process. If possible, the budgetary implications of the plan should be specified, including personnel, equipment, supplies and materials, renovations and construction, and other expenses.
- ❒ Disseminate the written plan and reiterate its importance as an operational document.
- ❒ Ensure that the plan is put into operation through such things as periodic meetings to discuss and evaluate it, reports, and accountability mechanisms such as tying individual workplans to the records plan.
- ❒ Revisit the plan from time to time to ascertain progress, shortfalls, and needed revisions.
- ❒ At the end of the planning period, assess accomplishments and shortfalls before beginning the next planning cycle.
- ❒ Assess the effectiveness of the process and the plan itself before beginning the next cycle.
- ❒ Regard planning as an ongoing process, review the long-range plan each year, and develop annual workplans in a timely fashion, based on the long-range plan.

Examples of Records Plans

Some sample plans are provided below:

Example I is an actual plan produced by Genesee County, and used with permission of the County's Records Management Officer, Susan Conklin.

Example II - A is a generic *long-term* plan for a hypothetical local government, Empire City.

Example II- B is a *one-year* plan for the same hypothetical city, derived from the long-term plan.

Appendix A

Records Management Plan for Genesee County

This records management plan was developed by Genesee County Records Management Officer Susan Conklin and was adopted by the County. It combines short- and long-term plans in a single document. It is a good model for clarity, conciseness, and practicality.

LONG-RANGE RECORDS MANAGEMENT PLAN FOR GENESEE COUNTY

INTRODUCTION

Genesee County's Records Management Plan covers five years, 1992 through 1997. This plan was developed by the County's Records Management Officer with advice and review by the Records Management Advisory Board, and final approval by the Legislature on May 18, 1992. The development of the plan was required by the New York State Archives and Records Administration to comply with the Local Government Records Management Improvement Fund (LGRMIF) grants awarded to the County during 1990 through 1992.

MISSION

The purpose of the Genesee County Records Management Program is to provide protection and a systematic control for the records created by our local government. Records Management is an administrative service that ensures the legal disposition of obsolete records, identifies, preserves, and encourages the use of archival records, provides efficient records storage, and makes records available when needed.

By controlling all phases of records, from creation to final disposition, our County will be able to reduce paperwork proliferation, have efficient access to requested information, provide documentation of compliance to State and Federal Courts and Agencies, and maintain a historical organizational record.

The program is coordinated by the County Historian, who has been designated as the Records Management Officer by the County Legislature.

PROGRAM GOALS AND OBJECTIVES—SHORT-TERM GOALS 1992

I. INACTIVE RECORDS

A. Identify which records are inactive. Create a listing by department that includes each record series, retention, and cubic foot totals.

B. Identify a site to properly house inactive records.

1. Draft a floor plan to include shelving, work areas, and lighting.

2. Prepare detailed listing of materials and labor needed to renovate this building.

C. Apply for a third LGRMIF grant to assist with financial support.

II. ARCHIVAL RECORDS

A. Identify which records are archival. (Those containing value for historical or other research purpose.) Create a listing by department that includes each record series and cubic foot totals.

B. Include recommendations on how these records are to be stored.

III. MICROFILMING

A. Identify which records are good candidates for microfilming. Create a listing by department that includes each record series, retention, and cubic foot totals.

B. Include recommendations on how these records must be prepared for microfilming.

IV. ANNUAL AUDIT

A. Develop a standardized Annual Audit Questionnaire, to be used for each department for the review of:

1. The retention and disposition schedule

2. Add any new records series

3. Dispose of obsolete records

4. Discuss any records related concerns.

LONG-TERM GOALS 1992 - 1997

I. INACTIVE RECORDS

(Genesee County needs to improve the storage of inactive records to ensure efficiency with regard to economics, security, and retrieval.)

A. *IF* the third LGRMIF grant is awarded and a records center is created:

1. Develop policies and procedures for

   - Transfer of records
   - Retrieval of records
   - Schedule for departments to have their records transferred.

B. *IF* the grant is not awarded - develop policies and procedures for:

   - Current Storage
   - Transfers.

II. EMPLOYEE TRAINING

A. Records Management Workshops to educate personnel of the importance of the Records Management Program and awareness of policies and procedures.

III. INVESTIGATE A MICROFILMING PROGRAM FOR ALL VITAL RECORDS

A. Using the microfilming listing, ascertain the best applications for micrographics.

1. Develop acceptable quality controls and inspection procedures in accordance with State Archives and Records Administration regulations.
2. Provide a secure storage for master copies of microfilm.
3. Develop cost comparison listing to include in-house versus contract service.

IV. ESTABLISH AND OPERATE A LOCAL GOVERNMENT ARCHIVES PROGRAM

A. Identify appropriate space for an archives storage and ensure security for these records.

B. Develop procedures for arranging and describing these records to provide access.

C. Create finding aids to promote public access.

V. USE SOFTWARE TO ASSIST WITH THE DEVELOPMENT OF THE RECORDS MANAGEMENT PROGRAM

A. Enter data from inventory sheets.

B. Data will be used to generate reports regarding:

1. Annual Dispositions

2. Transfers

3. Identification of various records series.

VI. INTEGRATE THE INFORMATION AND COMMUNICATION SERVICES WITH RECORDS MANAGEMENT

A. Develop procedures for securing records stored in computers, in order to comply with retention schedules.

B. Standardize software and systems to make the most effective use of computers for the management of information and records.

C. Provide continual training for personnel regarding procedures and software.

Appendix B

Long-Range Records Management Plan for Empire City

In this hypothetical long-range plan, a medium-sized city that recently completed a records inventory has decided to develop a four-year records plan. An introduction to the plan provides a brief explanation, including reference to the city's records ordinance. The plan includes a concise "mission statement" which indicates general directions. It includes six goals and under each one a number of objectives intermediate to that goal. The plan is general but provides a good sense of where the city's records management program is moving. Where the plan's developers were quite certain of what they wanted to do, such as disposition policies (Goal # 1), they used fairly precise wording to express their planned work. Where they were less certain, such as an information locator system (Goal # 6), they left the wording more general.

INTRODUCTION

This records management plan covers four years, 1992 through 1995. The development of a records management plan was authorized and required by Empire City's records management ordinance and adopted by the City Council on January 10, 1990. This plan was developed by the City Clerk (Empire City's designated Records Management Officer), with advice and review by the Records Advisory Board, and received final approval by the Mayor and the City Council on November 1, 1991.

MISSION

The Empire City records management program exists to encourage and coordinate the systematic, cost-efficient creation, maintenance, and accessibility of official city government records. Through the application of sound records management practices, the program ensures that records and information will be available as needed by government officials and members of the public. It also ensures that unnecessary, redundant records are not created, that records of continuing value are preserved for historical and other research, and that other records are promptly disposed of in accordance with legal procedures after they are no longer needed. The program is coordinated by the office of the City Clerk, who has been designated as Records Management Officer by the Mayor and City Council.

PROGRAM GOALS AND OBJECTIVES 1992-1995

Goal I. Continually dispose of records in accordance with state schedules and local procedures.

Objectives:

I.A Adopt and continually apply State Archives and Records Administration records retention and disposition schedules as they are issued, for the systematic disposition of records.

I.B Develop office schedules (tied to and compatible with SARA schedules) to guide the retention and disposition of records in all Empire City offices.

I.C Develop and apply policies and procedures for the disposal of obsolete records that ensures approval by originating office, protects confidential information, and maintains a listing of records destroyed.

Goal II. Develop and operate a program for the systematic care and management of inactive records.

Objectives:

II.A Identify appropriate space in City Hall for conversion into an inactive records storage area and renovate space as needed to ensure secure, cost-effective storage.

II.B Develop policies and procedures for coordination of an inactive records program through the City Clerk's office.

Goal III. Systematically microfilm selected records in accordance with SARA quality standards, based on analysis of their importance, use, and value.

Objectives:

III.A Continue and refine existing microfilm operation in Police Department and develop acceptable quality controls and inspection procedures in accordance with State Archives and Records Administration regulations.

III.B Carry out analyses in City Clerk's office, Assessment, Treasurer, and Public Works to ascertain the best applications for micrographics, and institute those applications.

Goal IV. Make most effective use of computers and automated information systems for management of information and records.

Objectives:

IV.A Secure personal computers (PCs) for use by appropriate professionals and support staff in City offices.

IV.B Develop local area networks (LANs) to promote interchange of information among computers within offices and, where appropriate, between offices.

IV.C. To the extent practicable, standardize software and systems in use in City offices.

Goal V. Develop a program for the preservation and accessibility of archival records.

Objectives:

V.A Identify appropriate space in City Hall for an archival storage and service facility and renovate space as needed to ensure security of the records and convenience of use by researchers.

V.B Develop procedures for eventual transfer to the facility of selected records identified as "permanent" in the 1991 governmentwide inventory, or for alternative means to ensure their continuing preservation and availability.

V.C Develop procedures for arranging and describing these records and for providing continued access to them.

V.D Develop procedures for the periodic transfer of archival records to the archival facility in the future.

Goal VI. Develop and maintain an information locator system to facilitate access to and use of needed records.

Objectives:

VI.A Ensure that the system is automated and that it can be used to meet state "Freedom of Information" requirements as well as inquiries from city employees and the general public.

Appendix C

Annual Records Management Plan for Empire City

This hypothetical annual workplan is based on the long-term plan above. The annual plan includes a number of goals; within each goal, objectives; and, where appropriate, within each objective, several activities. There are several things to note about this plan:

- *It is clear, concise, and tied to the long-range plan through listing the annual goals under the headings of the long-range plan.*
- *In several places, it is very modest in the sense that it proposes only the initial step(s) toward achieving what the long-range plan says should be achieved by 1995.*
- *It does not necessarily aim for total consistency of detail. For instance, the objectives and activities under Goal 1 are fairly detailed; by contrast, Goal 12 is not developed in detail. Goal 5 (which calls for a study and preparation of a proposal) is on a lesser scale than Goal 8 (which calls for a study of automation needs in a major office, preparation of a proposal, and actual implementation of the proposal.)*
- *In some cases, the plan clearly indicates that further analysis, planning, and proposal development are necessary.*
- *In a few cases, e.g., Objectives 5C and Goal 11, the plan includes references to strategies for how to get the work done.*

INTRODUCTION

This records management plan covers calendar year 1992. The development of a records management plan was authorized and required by Empire City's records management ordinance and adopted by the City Council on January 10, 1991. This plan was developed by the City Clerk (Empire City's designated Records Management Officer), reviewed and approved by the Records Advisory Board, and approved by the Mayor and the City Council on December 20, 1991. It is tied to and compatible with the long-range records management plan covering the years 1992-1995, approved by the Mayor and City Council on November 1, 1991. The goals, objectives, and activities for 1991 are presented in the plan under the headings in the 1992-1995 long-range plan. This plan is also linked to the budget for the records program passed by the City Council.

MISSION

The Empire City records management program exists to encourage and coordinate the systematic, cost-efficient creation, maintenance, and accessibility of official city government records. Through the application of sound records management practices, the program ensures that records and information will be available as needed by government officials and members of the public. It also ensures that unnecessary, redundant records are not created, that records of continuing value are preserved for historical and other research, and that other records are promptly disposed of in accordance with legal procedures after they are no longer needed. The program is coordinated by the office of the City Clerk, who has been designated as Records Management Officer by the Mayor and City Council.

Goals, Objectives, and Activities for 1992

Long-Term Goal # 1: Continually dispose of records in accordance with State schedules and local procedures.

Goal 1. Adopt and foster use of SARA Records Retention and Disposition Schedule MU-1.

- Objective 1.A. Effect adoption through formal resolution of the City Council.
- Objective 1.B. Train department records coordinators and other appropriate personnel in use of schedules for disposition of records.
- Activities 1.B.1. Hold a workshop for records coordinators and other appropriate personnel in each City department on the use of the schedule and disposition procedures.
- 1.B.2. Hold at least one follow-up meeting with appropriate personnel in each City department to further discuss use of the schedule and disposition procedures.

Goal 2. Develop and apply an office schedule for the office of the City Clerk, based on the results of the 1991 inventory and SARA Schedule MU-1.

- Objective 2.A. Develop an office schedule.
- Activities 2.A.1. Extract listing of City Clerk's records from inventory.
- 2.A.2. Array all listings under appropriate headings of SARA schedule.

Objective 2.B. Train City Clerk's office personnel in the use of the office schedule.

Activities 2.B.1. Develop a short manual or handbook on the use of the office schedule.

2.B.2. Hold two informal training sessions on the use of the office schedule.

Goal 3. Develop procedures for physical destruction of records.

Objective 3.A. Secure advice from City Counsel's office on obligations for ensuring confidentiality in the disposition process.

Objective 3.B. Arrange with Department of Public Works for periodic, controlled disposal or recycling of records in City Landfill.

Activities 3.B.1. Develop and put into effect procedures for physical transfer of records from RMO and/or departments to DPW.

3.B.2. Develop and put into effect procedures for tracking the transport of records to the landfill and destruction there, including a receipt/sign-off for the records.

Goal 4. Periodically dispose of records as they meet their legal minimum retention periods.

Long-Term Goal # II: Develop and operate a program for the systematic care and management of inactive records.

Goal 5. Develop specifications and proposal for an inactive records storage area/facility.

Objective 5.A. Assemble technical information on records centers.

Activities 5.A.1. Visit the cities of Middleburgh and Southington to secure information on their records centers and inactive records programs.

5.A.2. Secure and compile information from the State Archives and Records Administration, the National Fire Protection Association, and other appropriate sources.

Objective 5.B. Develop an estimate of size and capacity, based on 1990 inventory and projected records growth.

Objective 5.C. Explore the possibility of a joint facility/program with Empire County and/or other local governments near Empire City.

Objective 5.D. Develop a proposal for consideration by the City Council.

Activities 5.D.1. Develop specifications and description of the facility.

5.D.2. Develop an estimate of cost to renovate or construct the facility and to operate it on an annual basis.

Long-Term Goal # III: Systematically duplicate selective records through microfilming or other methods based on analysis of their importance, use, and value.

Goal 6. Cooperate with Police Department's Records Coordinator to refine and expand the Police Department's microfilm program.

Objective 6.A. Carry out an assessment of the existing program.

Activities 6.A.1. Calculate cost avoidance/savings vs. cost of program.

6.A.2. Review procedures for records preparation, microfilming, and quality control of film.

6.A.3. Inspect a sample of existing film to ascertain compliance with technical standards and requirements and SARA regulations.

Objective 6.B. Identify additional Police Department records that warrant microfilming.

Objective 6.C. Develop a microfilm quality control program.

Activities 6.C.1. Develop and apply inspection procedures that meet appropriate standards.

6.C.2. Institute improved security procedures including off-site storage for the master copy of all film.

Goal 7. Develop a microfilm program for the Department of Public Works.

Objective 7.A. Use results of the records inventory to identify appropriate records for microfilming.

Objective 7.B. Investigate development of in-house vs. contractual approaches to microfilming.

Activities 7.B.1. Identify needed equipment and calculate costs, including service contracts.

7.B.2. Identify personnel needs and costs, including training.

Objective 7 C. Develop a proposal for review by City Council that identifies records series, summarizes approaches, and projects costs.

Long-Term Goal # IV: Make the most effective use of computers and automated information systems for management of information and records.

Goal 8. Automate the City Treasurer's office.

Objective 8.A. Through coordination among Deputy Treasurer, Department of Electronic Data Processing, and Records Management Officer, carry out an analysis of existing information and records systems to identify potential applications for computers and automation.

Objective 8.B. Develop and secure approval of a plan and expenditure estimate.

Objective 8.C. Purchase equipment, train Treasurer's office personnel, and initiate system.

Goal 9. Through use of a consultant, develop a proposal for Local Area Networks in key offices.

Long-Term Goal # V: Develop a program for the preservation and accessibility of archival records.

Goal 10. Prepare a master guide to Empire City's existing archival records.

Objective 10.A. Extract and edit series descriptions for "permanent" records from 1990 records inventory.

Objective 10.B. Produce guide at series level in automated format to facilitate reference and future updating.

Goal 11. Explore the possibility of a joint archival program with Empire County which would connect with the County's existing archival program.

Objective 11.A. Compare the listings of archival records for the City and the County to determine similarity of series.

Objective 11.B. Prepare a report on the feasibility of a joint program, in concert with the Archivist of Empire County.

Long-Term Goal # VI: Develop and maintain an information locator system to facilitate access to and use of needed records.

Goal 12: In cooperation with the Department of Information Studies at SUNY Empire College, carry our a study of access to Empire City's records by the general public.

For More Information and Assistance

The State Archives and Records Administration provides records management services to local governments including technical advice and assistance, publications, training and presentations, and consultations with local officials concerning records and information management issues. SARA has regional offices throughout the State; each office has an expert records specialist who can visit local governments and provide on-the-spot advice. These services are supported by the Local Government Records Management Improvement Fund. SARA also collects and maintains a file of local government records management plans. These are available upon request.

For further information, contact your regional office or the following:

Local Government Records Services
State Archives and Records Administration
Room 10A63, Cultural Education Center
Albany, NY 12230
518-474-6926

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